

**IT Professional Technical Services
Master Contract Program
T#:902TS**

**Statement of Work (SOW)
For Technology Services
Issued By**

Minnesota Department of Department of Human Services

**Project Title: Medicaid Management Information System
(MMIS) Modernization**

Service Categories:

**Architecture Planning & Assessment - Business
Architecture Planning & Assessment - Information/ Data
Architecture Planning & Assessment - Security
Architecture Planning & Assessment - Technical
Analyst - Business
Analyst - Financial
Analyst - Re-engineering
Analyst - Risk Assessment
Analyst - Technical
Facilitation
Modeling - Business
Modeling - Event
Modeling – Process
Project Management**

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Business Need

The Minnesota Department of Human Services (DHS) and MN.IT intends to contract with one or more vendors experienced with analysis and planning for large information technology (IT) planning efforts for the modernization of Minnesota's Medicaid Management Information System (MMIS) and to develop the products necessary for an Implementation Advance Planning Document, including a plan to determine the need for, feasibility of, alternatives to, buy/build recommendations for, and projected costs and benefits of:

- Modernizing Minnesota's MMIS subsystems including: Provider, Reference, Surcharge, Recipient, Financial, Eligibility Verification System (EVS), Third Party Liability (TPL), Managed Care Enrollment and Payments, Claims, Warrants, Management and Reporting System (MARS), Prior Authorization (PA) and Service Agreements (SA).
- Determining the impact of the Health Insurance Exchange (HIX) and eligibility system modernization on MMIS;
- Increasing DHS' Medicaid Information Technology Architecture (MITA) to no less than a 3 maturity level; and
- Simplifying Service Oriented Architecture (SOA) Governance.

DHS needs to create a plan to modernize its MMIS system that moves toward shared services in an SOA, with a common framework and improved interoperability in a modular environment. DHS has recently purchased a rules engine and an SOA registry and needs to plan for using these tools and fully incorporating them into the way DHS does its work. This will allow the agency to continually modify, enhance and replace components in the future with much greater ease. DHS needs to define a software development life cycle approach that will improve the ability of staff to work on a wider variety of projects and will increase the quality and timeliness of its efforts. As part of this plan, DHS needs to consider the new functions of HIX and other system modernization efforts, and how MMIS modernization fits into those efforts. For example, much of the HIX infrastructure is being built on the same platform as MMIS. Other needs that will be considered are:

- Assessing the impacts of the newly released MITA 3.0 Framework and advice on how to continue making progress in implementing MITA and improving business processes in all areas.
- Ensuring adherence to the Seven Standards and Conditions as set forth in the Medicaid IT Supplement (MITS-11-01-v1.0). The Supplement is available at: <http://www.medicaid.gov/Medicaid-CHIP-Program-Information/By-Topics/Data-and-Systems/Downloads/EFR-Seven-Conditions-and-Standards.pdf>.
- Updating the MN.IT technology base to meet current industry standards. DHS' primary goals are efficiency, cost reduction, and risk mitigation through the use of common tools, current technologies, and standards compliance.
- Ensuring all components that are built are shareable across the federal Medicaid Enterprise.
- Reviewing and aligning policy and procedural requirements across DHS' programs and operations to ensure that DHS can make best use of its technology, make instructions and requirements as straightforward as possible, make its procedures understandable, achieve administrative savings, and continue to deliver services according to DHS' legal responsibilities.
- Obtaining assistance in delivering analytics to make sure they are driving business decisions. The business needs will continue to be a key driver in the modernization effort. Analytics to ensure successful outcomes in providing quality, accessible and measurable services are paramount.

Background

Like many states, DHS' major systems were developed based on available funding streams. DHS' two largest systems, MMIS and MAXIS (the Medical Assistance eligibility system), have been in use for approximately 20 years. Current system functionality is siloed and built with diverse tools and technologies that are not highly interoperable. This makes licensing and maintenance more expensive than it might be if DHS were able to consolidate its technologies. The current system makes consolidation, efficient use of resources, and sharing of skills extremely challenging, however the eligibility system is currently undergoing modernization because of the incentives for eligibility and enrollment systems modernization under the Affordable Care Act.

MMIS was originally developed using COBOL, CICS and VSAM. When the Health Insurance Portability and Accountability Act (HIPAA) was enacted, it offered an opportunity to modernize several core components:

- The claims file structures were converted to DB2,
- A web portal was developed to support the required X12 and NCPDP transaction sets, and
- Portions of the database were duplicated to the Oracle Platform

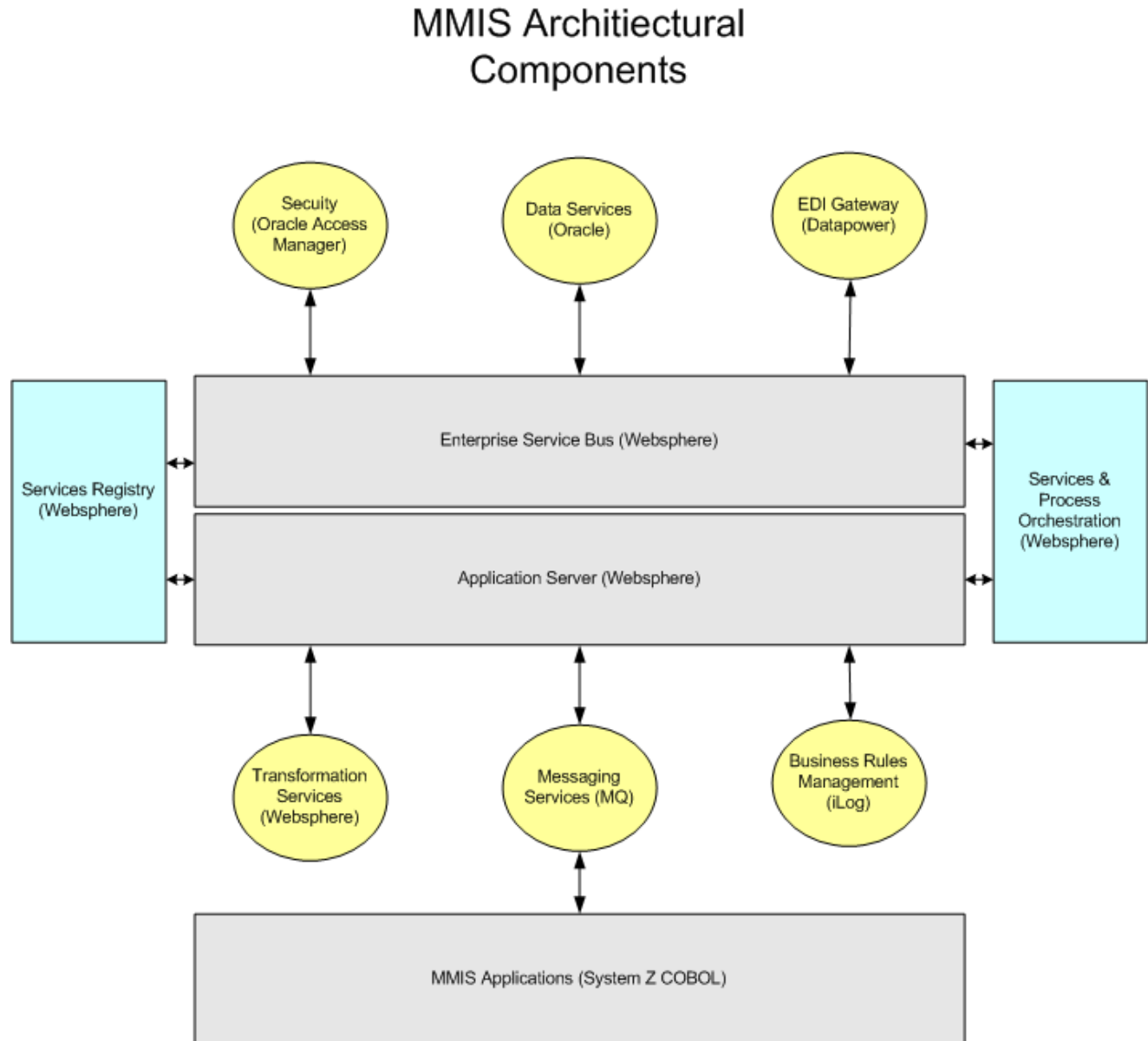
The primary technologies used to modernize MMIS during the HIPAA upgrade were Java and Oracle on a UNIX platform. New applications are being developed using web services, process engine and an enterprise service bus. Several mainframe files have been replicated to the modern environment. Upgrades required for 5010 and ICD-10 projects have provided more opportunities to modernize components of the MMIS and its platform. Some core applications are being rewritten using process engine technology in conjunction with an enterprise service bus. Changes in the approach to delivery of health care and the payment of benefits, and integration with HIX and other eligibility system modernizations pose both challenges and opportunities to continue down the modernization path.

The Department's overall strategy for systems development includes:

- Planning for the alignment and simplification of policy and procedures across all DHS programs;
- Planning for the modernization and integration of systems to support people-centered service delivery;
- Planning for the seamless integration of MMIS functions with HIX functions;
- Applying reusable technology;
- Simplifying its technological architecture;
- Aligning its technology direction with its business direction;
- Using business/industry best practices and focusing on systems that support the DHS mission: *helping people meet their basic needs so they can live in dignity and achieve their highest potential.*

A key part of this strategy has been moving toward implementation of SOA, including implementation of externalized rules using a rules engine. These technologies are expected to support the modularity, interoperability, and agility needed to meet existing and future business needs. As a first step in moving toward SOA, Minnesota has purchased enterprise server bus (ESB) tools. In order to realize the full potential of SOA, Minnesota needs to establish standards for SOA use and governance. This effort will be part of the alternatives analysis conducted in the planning phase of MMIS modernization.

Technical Environment



Minnesota's MMIS originally consisted of a legacy IBM mainframe system based on COBOL and VSAM data storage technology. In the mid 2000's it was upgraded to replace some of the VSAM storage technology with a DB2 relational database. Additionally DHS deployed a web-based portal to receive and send X12 transactions, and allow providers to manage their transactions on a real time and interactive basis. This portal, called the Minnesota Information Transfer System (MN-ITS), is based on application server technology with Java (J2EE) as a standard development framework, Oracle database for its data storage, and is deployed on a UNIX platform. DHS has had great success in expanding its offering to the community it serves by partnering with small and mid-size vendors to develop additional functionality and would like to expand that model moving forward.

In 2008, Minnesota began development of a comprehensive plan to move to a service-oriented architecture (SOA) as part of its MITA initiative. This plan contained a multiple year project to modernize MMIS from a mainframe system to a server-based platform.

To support its future modernization plan, DHS implemented the following technology components in 2011:

- An Enterprise Service Bus that will provide the service structure to implement SOA.
- Business process orchestration software that will orchestrate many of the services that will be developed as a result of modernization.
- Business rules engine software that will implement the business rules within the workflow and business processes.

Minnesota is also in the process of implementing a services registry that will manage the SOA services throughout the enterprise.

Minnesota needs the expertise of an SOA governance vendor to ensure an efficient and functional configuration of these resources to achieve successful SOA utilization. The goal of this planning effort is to ensure that DHS can develop and achieve a fully integrated system that is a cohesive part of a complete social service delivery system.

Project Deliverables

DHS seeks a qualified vendor(s), supported by MN.IT staff, to deliver one or both of the tasks defined below. Note that the successful vendor(s) to this Statement of Work will not be eligible for future contracts that may follow as a result of the assessment or strategic planning services provided under the contract.:

Task 1

A. An overall strategy and project plan that will result in:

- Modernizing Minnesota's MMIS and subsystems. The subsystems are: Provider, Reference, Surcharge, Recipient, Financial, Eligibility Verification System (EVS), Third Party Liability (TPL), Managed Care Enrollment and Payments, Claims, Warrants, Prior Authorization (PA), Service Agreements (SA) and Management and Reporting System (MARS)
- Determining the impact of the Health Insurance Exchange (HIX) and eligibility and enrollment system modernization on MMIS
- Enhancing DHS' Medicaid Information Technology Architecture (MITA) 3.0 maturity level to no less than a 3.
- Assisting in the creation of Service Oriented Architecture (SOA) Governance.

The following deliverables must be provided to support the overall strategy and project plan:

- A comprehensive Project Plan, which includes a:
 - Project Charter
 - Scope Document
 - Project Schedule
 - Change Management Plan
 - Issue Management Plan
 - Risk Management Plan
 - Communication Plan

- Governance Structure/Steering Committee charter

B. Needs Assessment

The Needs Assessment deliverable requires the vendor to conduct high-level requirements analysis, feasibility studies, alternatives assessment and cost/benefit analysis sufficient to support decision making for MMIS modernization. The Needs Assessment must include all non-eligibility portions of MMIS including: Provider, Reference, Surcharge, Recipient, Financial, Eligibility Verification System (EVS), Third Party Liability (TPL), Managed Care Enrollment and Payments, Claims, Warrants, Prior Authorization (PA), Service Agreements and Management and Reporting System (MARS). The vendor's analysis efforts will adhere to the MITA 3.0 Framework and Seven Standards and Conditions to provide the deliverables, and improve DHS' MITA maturity level and streamline and modernize all aspects of MMIS.

The Needs Assessment must take into account:

- Efficiencies, cost reduction, and risk mitigation plans through the use of common tools, current technologies, and standards compliance. The vendor will provide analysis and a plan to update our technology base to meet current industry standards.
- That all components built have the potential to be shared with other users of the Medicaid Enterprise.
- A software development life cycle approach that will improve the ability of staff to work on a wider variety of projects and will increase the quality and timeliness of our efforts. As part of this assessment planning phase, DHS needs to consider the new functions of HIX and other system modernization efforts.
- Alignment with policy and procedural requirements across our programs and operations.
- Strategies to ensure that MN.IT can make best use of technology, achieve administrative savings, and continue to deliver services according to our legal responsibilities.

The Needs Assessment document(s) must include, but are not limited to:

- Current State Assessment - Technology and Systems Analysis Documents
- "To Be" Needs Assessment Document
- Requirements Analysis
- Gap Analysis
- Feasibility Study
- Alternatives Assessment
- Cost/Benefit Analysis

C. MMIS Modernization Roadmap

MN.IT expects that the planning efforts for the MMIS modernization will reveal:

- Possibilities for MMIS' incorporation into an integrated service delivery framework that leverages a modular and a service-oriented architecture (SOA) approach.
- Opportunities for leveraging and reusing technologies in use elsewhere.
- Feasibility to support business analytics and reporting for business operations, transparency, and accountability.

- Efforts to seamlessly integrate with the Health Insurance Exchange (HIX) as well as other MN.IT systems and subsystems.

The strategy and plan for the MMIS Modernization Roadmap must:

- Assess the impacts of the newly released MITA 3.0 Framework and determine how to implement MITA to improve business processes. This will include the vendor doing a gap analysis of MMIS using the MITA 3.0 State Self-Assessment (SSA) in accord with CMS standards and guidelines. The documentation regarding MITA 3.0 and the SSA is located at: <http://medicaid.gov/Medicaid-CHIP-Program-Information/By-Topics/Data-and-Systems/MITA/Medicaid-Information-Technology-Architecture-MITA-30.html>. Vendor's proposed Work Plan must take the CMS standards and guidelines into account when planning the MITA 3.0 SSA. The State has an original SSA that must now be updated to meet the new framework standards.
- Ensure adherence to the Seven Standards and Conditions as set forth in the Medicaid IT Supplement (MITS-11-01-v1.0).

The selected vendor's approach to development of the Modernization Roadmap should include an analysis of the current MMIS and a plan featuring industry-best practices and methodologies across the breadth of the required deliverables.

The MMIS Modernization Roadmap must include:

- A strategic planning document that defines the strategy for aligning MMIS modernization efforts with the MN.IT or state technology including a high-level impact statement indicating enterprise-wide changes required to effectively implement MMIS modernization.
- A long-range planning document for MMIS modernization and MITA 3.0 enhancement.
- A strategic planning document that details the approach for collaboration between MMIS and HIX.
- A document that identifies the decision points/dependencies where cost and/or scope could be scaled as needed.
- MITA 3.0 State Self-Assessment documents.

Task 2

A. Buy/Build Decision

The selected vendor will present findings and an evaluation document including vendor recommendations based upon the overall Project Plan, Needs Assessment, MITA 3.0 State Self-Assessment and Modernization Roadmap documents (from Task 1). The buy/build decision documentation will contain high level options, alternatives, and costs.

B. The Implementation Advanced Planning Document (IAPD)

The content of the IAPD will be based upon MN.IT and DHS' decisions resulting from the vendor's analyses and documentation indicated in the deliverables in Task 1 and from the Buy/Build decision findings.

The selected vendor will:

- Draft the IAPD adhering to the proper IAPD checklist, and follow the prescribed DHS format.
- Present findings and explain methodologies and analyses to DHS senior management team and others, as needed. This process will be directed and coordinated by the DHS project team.

The DHS Medicaid Director will be responsible for submitting the IAPD to the Centers for Medicare and Medicaid Services (CMS).

Project Milestones and Schedule

The project start date is expected to be July 22nd, 2013.

All deliverables must be completed in a timely manner in order to facilitate DHS' decision-making process, but no later than October 2013 for the Buy/Build recommendation, and no later than November 2013 for the Modernization Implementation Advance Planning Document. The estimated time frames for the Modernization Needs Assessment and the Modernization Project Initiation and Planning are from July 2013 to November 2013.

Task	Activity	Rationale and Method	Deliverables
1.	A. Project Initiation and Planning	Establish an MMIS Modernization Project within the Department of Human Services Project Portfolio ensuring its alignment with Federal, State, Agency and Division strategies and goals and ensuring the proper support of the project and its success. Standard project planning documents will be completed, including but not limited to, those noted under "Deliverables."	<ul style="list-style-type: none"> • Comprehensive Project Plan • Project Charter • Scope Document • Project Schedule • Change Management • Issue Management Plan • Risk Management Plan • Communication Plan • Governance Structure/Steering Committee Charter
	B. Needs Assessment	The project will conduct a needs assessment including high-level requirements analysis, feasibility study, alternatives assessment and cost/benefit analysis. DHS will seek to identify leveraging opportunities to improve our MITA 3.0 maturity level and to streamline and modernize the MMIS system.	<ul style="list-style-type: none"> • Current State Assessment • "To Be" Needs Assessment Document • Gap Analysis • Requirements Analysis • Feasibility Study • Alternatives Assessment • Cost/Benefit Analysis
	C. MMIS Modernization Roadmap	The selected vendor's approach to development of the modernization roadmap should include an analysis of the current MMIS and a plan featuring industry best practices and methodologies across the breadth of the required deliverables.	<ul style="list-style-type: none"> • Strategic planning documents • High-level gap analysis or impact statement • Long-range planning document • Decision points and dependencies scope documents • MITA 3.0 self-

Task	Activity	Rationale and Method	Deliverables
			assessment
2.	A. Buy/Build Decision	Project leadership will facilitate the buy/build decision with project owners using the information from the needs, requirements and alternatives analyses.	<ul style="list-style-type: none"> • Buy/build decision • Evaluation Document • Finalize purchasing/funding approach
	B. Implementation APD	Develop Implementation Advance Planning Documents for CMS which will include information about the functionality to be implemented and the projected cost allocation of the functions.	<ul style="list-style-type: none"> • Implementation Advance Planning Document

Project Environment (State Resources)

Project Organization

Project Roles

The following MMIS Modernization Project roles will be performed by existing Agency staff:

Modernization Project Owners who will:

- Provide executive team approval and final decision-making authority for the project.
- Use the recommendations of the Project Sponsors, resolve conflicts or issues identified by those Sponsors.

Modernization Project Sponsors who will:

- Have budget ownership for the project and are the major stakeholder and recipient for the project deliverables and resources.
- Be responsible for acquisition of project resources (human and financial).
- Have authority to reject or accept project deliverables and finished products.
- Provide policy definition to Project teams, as needed.
- Make most final decisions and identify conflicts or issues regarding project expectations across organizational and functional areas.
- Provide recommendations and reports to Senior Management Team.
- Provide assistance in resolving issues that arise beyond the project manager's jurisdiction.
- Monitor project progress and provide necessary tools and support when milestones are in jeopardy.
- Ensure that project reviews are completed and issues addressed timely.
- Work with Senior Management Team, Domain Teams and project managers to ensure stakeholder requirements and expectations are met.
- Responsible for final buy/build recommendation, as well as other final recommendations
- Act as the point of contact between business area governance and the Senior Management Team.

Project Managers who will:

- Provide overall management to the project.
- Establish project charters, develop and manage the work plan, secure appropriate resources and delegate work and ensure successful completion of the project.
- Oversee project team members who have been assigned to the project for tasks involving the project. Team members will continue to report to their area supervisor.
- Interface with project sponsors and owners and have overall accountability for the project.
- Maintain project collaboration sites (SharePoint).
- Manage project issues and risks.
- Identify resource needs and coordinate resources.
- Manage project communications.
- Facilitate the definition of the scope of this project.

Subject Matter Experts (SMEs) who will:

- Provide Business Requirements, Business Rules, Business Processes and Functional Design input to Analysts.

Analysts who will:

- Identify and document Business Requirements, Business Rules, Business Processes and Functional Design.

Security Officer(s) who will:

- Consult in the development of the Information Security Lifecycle Management plan and documentation.
- Approve the Security Plan.
- Identify security and audit requirements, and assure that they are met.

Privacy Officer(s) who will:

- Ensure integrity of protected data and compliance with all information privacy regulations.

Architects who will:

- Define/create/approve architecture for business and technical solutions.

The roles identified below may be performed by contracted staff. MN DHS expects to execute one or more contracts to complete high-level needs and requirements analysis, SOA Governance and MITA 3.0 planning.

Modernization Project Consultant(s)

- Perform/consult on cost/benefit analysis and alternative analysis.
- Consult on the development of a feasibility study.
- Consult in the development and execution of the planning process.
- Consult in the development of high-level needs analysis and system requirements.
- Recommend/Consult in the development of SOA Governance.
- Recommend/Consult in the development of MITA 3.0 Planning.

State and Contractor Resource Needs

Role	Number of Staff or Name	% of Time	Source
Project Owners	3	2%	SMA
Project Sponsors	6	10%	SMA
Project Manager	1	80%	SMA
SME's	15	20%	SMA
Analysts	10	40%	SMA
Security Officer	1	4%	SMA
Privacy Officer	1	2%	SMA
Architects	3	40%	SMA
	1	20%	
	2	10%	
Project Consultant (Needs Assessment)	2-3 Consultants TBD	100%	Contractor
Project Consultant (SOA Governance)	2 Consultants TBD	100%	Contractor
Project Consultant (MITA 3.0 Planning)	2 Consultants TBD	100%	Contractor

Agency Project Requirements

- Work products will be created for use at the Department of Human Services.
- Though the initial effort and the magnitude of the work will be executed by the contractors engaged for this statement of work, the State fully expects knowledge transfer and rich understanding of the methodologies and toolsets upon the completion of this work.
- These efforts will be in compliance with the Statewide Enterprise Architecture which recommends UML modeling as a standard for requirements gathering and software development.
- The methodologies used are compliant with applicable industry standards, does not infer any specific technology on the back side, and are mature, industry best practices.
- Comply with the Statewide Enterprise Architecture.
- Comply with Statewide Project Management Methodology.
- Comply with applicable industry/agency standards.
- Comply with the State of MN's IT Accessibility Standards that incorporate Section 508 and Web Content Accessibility Guidelines 2.0 level 'AA'."

Responsibilities Expected of the Selected Vendor

The vendor is expected to regularly report on the progress of the project, project milestones and deadlines, and project risk. The vendor shall develop and maintain in partnership with DHS staff and partners the following project documents to track and control the work:

- Vendor staffing to create the deliverables
- Project management responsibilities
- Providing training/ knowledge transfer
- Project Documentation, including:
 - Project Charter
 - Work Plan
 - Scope Document
 - Comprehensive Project Plan
 - Project Schedule
 - Change Management Approach
 - Issue-Management Approach
 - Risk Management Plan
 - Communication Plan
 - Governance Structure
 - Buy/Build Findings

DHS will have approval authority over the documentation.

Required Skills

- The vendor(s) must be qualified, before the response deadline, for the Minnesota Office of Enterprise Technology (OET) service categories indicated on the cover page of this SOW, under its 902TS IT Professional/ Technical Services Master Contract with the Office of Enterprise Technology. Responders must be approved in at least two or more of the service categories:
 - Architecture Planning & Assessment - Business
 - Architecture Planning & Assessment - Information/ Data
 - Architecture Planning & Assessment - Security
 - Architecture Planning & Assessment - Technical
 - Analyst - Business
 - Analyst - Financial
 - Analyst - Re-engineering
 - Analyst - Risk Assessment
 - Analyst - Technical
 - Facilitation
 - Modeling - Business
 - Modeling - Event
 - Modeling – Process
 - Project Management
- Experience planning systems modernization initiatives. Knowledge and skill in legacy system modernization, interoperability and human services information systems.
- Experience in large scale healthcare systems analysis and development.
- Experience in and knowledge of MITA 3.0 Framework and the Seven Conditions and Standards.

Desired Skills and Experience

- Experience in completing work similar to that required by this project, focusing on planning, cost/benefit analysis, high level requirements definition for automated systems, alternatives analysis, feasibility studies and systems modernization/replacement planning.
- Experience working in similar environments in complex organizations with multiple technologies, technical architectures, and siloed systems.
- Human services experience with Medicaid, health care in particular, including claims payment and adjudication, policy, program automation, Health Insurance Exchange (HIX) and the Affordable Care Act (ACA); experience with other programs administered by human services organizations including, chemical and mental health services.
- Experience working with government systems automation.
- Experience working successfully with tight deadlines.

Process Schedule

- | | |
|--|----------------------|
| • Deadline for Questions | 05/31/2013, 2:30 CST |
| • Anticipated Posted Response to Questions by Agency | 06/07/2013, 2:30 CST |
| • Responses Due | 06/21/2013, 2:30 CST |
| • Expected notification to winning vendor: | 07/05/2013, 2:30 CST |
| • Anticipated Work start date: | 07/22/2013, 2:30 CST |

Questions

Any questions regarding this Statement of Work should be submitted via e-mail by 05/31/2013, 2:30

Name: Debra Meier Department: MN,IT Services @MN Dept. of Human Services
Telephone Number: 651-431-4451
Email Address: debra.meier@state.mn.us

Questions and answers will be posted on the Office of Enterprise Technology website by approximately 6/07/2013, 2:30 CST (http://www.mn.gov/buyit/statements/mcp902ts_active.html).

SOW Evaluation Process

DHS will evaluate each Task separately. Responses received by the due date and time will be evaluated according to the following evaluation criteria:

Step 1:

Pass/Fail on Response Requirements and Required Service Categories. If DHS determines that the vendor failed to meet one or more of the requirements, or if the vendor did not submit sufficient information to make the pass/fail determination, then the Response will be eliminated from further review.

Step 2: Evaluation of responses that pass Step 1, based on the following criteria

- Background and Experience: 10%
- , Work Plan and Schedule: 20%
- Methodology/Approach to the Work: 20%
- Project Team Qualifications: 20%
 - Interview lead staff as needed. References may be checked at this step.
- Cost: 30%
- Preferred Vendor Preference, if applicable: 6%
 - Targeted Group Business and Individuals
 - Economically Disadvantaged Business and Individuals
 - Veteran-Owned

At any time during the evaluation phases, the State may contact a vendor for additional or missing information or for clarification of the Response. However, the State does not guarantee that it will request information or clarification outside the submitted written response. To avoid the possibility of failing the evaluation phase or of receiving a low score due to inadequate information, it is important that the vendor submits a complete Response and meets all requirements fully.

Statement of Work does not obligate the state to award a work order or complete the assignment, and the state reserves the right to cancel the solicitation if it is considered to be in its best interest. The Agency reserves the right to reject any and all proposals.

Response Requirements

Responses should not primarily consist of standard company marketing information, but should be clear, concise, non-repetitive, professional, well presented information that focuses on addressing the requirements of the Statement of Work as succinctly as possible.

Vendor must have been previously qualified for the Service Category indicated on first page of SOW prior to response due date.

Cover Letter

The Cover Letter should identify the respondent and the respondent's representative during the procurement process, including contact information. The Cover Letter should identify which Task(s) respondent is bidding on.

Executive Summary

The Executive Summary should demonstrate the respondent's understanding of the services requested in this SOW and any problems anticipated in accomplishing the work. The Executive Summary should also highlight the respondent's overall approach to the project in response to meeting the project requirements and achieving the results defined in this SOW.

Corporate Background and Experience

The respondent should address the following:

- Company background demonstrating financial, stability, longevity, size, and general experience
- Experience in completing work similar to that required by this project, focusing on cost/benefit analysis, high level requirements definition for automated systems, alternatives analysis, feasibility studies and systems modernization/replacement planning
- Experience working in similar environments in complex organizations with multiple technologies, technical architectures, and siloed systems
- Human services experience with health care eligibility in particular, including policy, program automation, Health Insurance Exchange and the Affordable Care Act
- Experience with other programs administered by human services organizations including Medicaid, claims payment, and provider billing.
- Experience working with government systems automation.
- Experience working successfully with tight deadlines.

Respondents are asked to summarize experience in these 6 areas separately and succinctly. Use of tables of experience is encouraged. Brief descriptions of projects will suffice.

Corporate References

Respondents should supply three corporate references, identifying project(s) completed for the reference. Contact information for the references may be requested as part of the evaluation process. DHS would prefer two references demonstrating work in a human services agency and one demonstrating work in enterprise system planning/large-system legacy modernization planning. Letters of reference may be included with the response.

Methodology and Approach

Respondent should describe how the project will be carried out in an effective and an efficient manner, describing interim work products, models, toolsets, and methods proposed.

Project Work Plan and Schedule

The respondent should provide a proposed work plan that describes how the respondent will schedule project tasks: the major activities, milestones and deliverables required to achieve the goals of this SOW.

Respondent should include information on how reporting on the health of the project, project deadlines, and project risk will be managed. Vendor effort estimates should provide adequate detail for justification, as well as a description and quantification of the work steps. The respondent should give an estimate of the DHS staff person-hours by skill set and project phase that the respondent would expect DHS staff to commit to the project in order to ensure that high-quality deliverables are completed to meet the proposed schedule. Work plan should include a timeline with target dates for project milestones/deliverables, separated out by task.

Project Team qualifications

Respondent should identify Key Staff to be assigned to the project, their roles in this project, and include resumes of those persons identified. Responses should include a contingency staffing plan that demonstrates respondent's capacity to maintain the quality of the project throughout the life of the contract. Roles should clearly relate to the Work Plan. References may be requested for Lead Staff in the evaluation process.

Respondent should also address the skill areas for additional staff and include sample resumes of the types of staff that are anticipated to be assigned to the project.

This component of the Proposal must include previous experiences that will demonstrate the Responder's ability to deliver the services requested in this SOW. The Responder should describe succinctly the length, depth, and applicability of prior experience of assigned staff in providing similar services. Preference will be given to responders with experience planning human services eligibility systems modernization initiatives and experience in several aspects of the functionality that defines the Department of Human Services enterprise in Minnesota. Responder should provide a short narrative description of the actual services provided to the organization(s) listed. Describe what role, if any, staff proposed for this project had in the referenced service.

Examples of relevant knowledge and experience, to be demonstrated through submitted staff resumes, would include:

- Demonstrated knowledge and experience working with health and human services programs, specifically Medicaid claims payment, Provider, Reference/Surcharge, Recipient, Financial, Eligibility Verification System (EVS), Third Party Liability (TPL), Coordination of Benefits (COB), Managed Care Enrollment and Payments, Claims, Warrants, and Management and Reporting System (MARS)
- Knowledge of legacy system modernization,
- Knowledge of Service Oriented Architecture;
- Knowledge and experience with large-scale systems integration;
- Human services experience in 2 or more areas in consideration: (includes but not limited to) MITA and the Seven Standards and Conditions, Medicaid payment, Affordable Care Act or the Health Insurance Exchange);
- Knowledge of federal funding sources and cost allocations for human services systems development;
- Modernization of legacy systems;
- Knowledge of human services marketplace and products available in this arena;
- Familiarity with large enterprise modernization;
- Knowledge and experience with both mainframe and application development;
- Experience managing wide variety of stakeholder groups with disparate interests and opposing viewpoints;
- Facilitation of an enterprise wide systems buy/build decision;
- Experience in government needs assessment including cost benefit analysis, requirements, feasibility study and alternatives analysis.

DHS anticipates needing the following service-category (Master Contract 902TS) skills:

- Architecture Planning & Assessment - Business
- Architecture Planning & Assessment - Information/ Data
- Architecture Planning & Assessment - Security
- Architecture Planning & Assessment - Technical
- Analyst - Business
- Analyst - Financial
- Analyst - Re-engineering
- Analyst - Risk Assessment
- Analyst - Technical
- Facilitation
- Modeling - Business
- Modeling - Event
- Modeling – Process
- Project Management

A suggested table format for describing team qualification information follows:

Qualifications/ Skill Areas	Staff name (required for Key Staff)	Role on project (e.g. Project Manager, Risk Analyst)	Years of Experience doing similar work	Projects worked on that demonstrate qualifications (short description, not just a list)	Key Staff

Cost

For each Task, the respondent must provide detailed cost proposal, including the following:

- Total Task cost
- Total Task cost per deliverable corresponding with deliverables identified in the work plan.
- Hourly rate and total estimated hours for each staff member you intend to assign to the Task.

Hourly rates cannot exceed the hourly rates identified in respondent's 902TS master contract.)

If you are bidding on both Tasks, you must include separate cost proposals for each Task so that DHS can easily do an apples to apples comparison of respondents.

Conflict of Interest

The respondent must provide a completed Conflict of interest statement as it relates to this project (see General Requirements section below). The successful vendor(s) will not be eligible for future contracts that may follow as a result of the assessment or strategic planning services provided under this contract.

Required Forms

These forms must be signed by the appropriate individual within the company, scanned into a file, and included proposal submission. If you do not have access to a scanner, please send an e-mail to debra.meier@state.mn.us and other options will be considered.

- Affirmative Action Certificate of Compliance (if over \$100,000)
<http://www.mmd.admin.state.mn.us/doc/affaction.doc>

- b) Affidavit of non-collusion
<http://www.mmd.admin.state.mn.us/doc/noncollusion.doc>
- c) Certification Regarding Lobbying
<http://www.mmd.admin.state.mn.us/doc/lobbying.doc>
- d) Veteran-Owned/Service Disabled Veteran-Owned Preference Form
<http://www.mmd.admin.state.mn.us/doc/vetpref.doc>

Proposal Submission Instructions

- Responses must be received no later than 06/21/2013, 2:30 pm Central Time, and **must** be submitted via e-mail to debra.meier@state.mn.us. Responses sent to any other email address will not be considered.
- The emailed response should contain two attached pdf or Microsoft Word files, one containing the cost proposal only and the other containing all other response materials, these should be labeled “Cost Proposal” and “Response,” respectively.
- The subject line of the response e-mail should be: Attention MMIS Modernization Selection Committee

General Requirements

Proposal Contents

By submission of a proposal, Responder warrants that the information provided is true, correct and reliable for purposes of evaluation for potential award of this work order. The submission of inaccurate or misleading information may be grounds for disqualification from the award as well as subject the responder to suspension or debarment proceedings as well as other remedies available by law.

Indemnification

In the performance of this contract by Contractor, or Contractor’s agents or employees, the contractor must indemnify, save, and hold harmless the State, its agents, and employees, from any claims or causes of action, including attorney’s fees incurred by the state, to the extent caused by Contractor’s:

- 1) Intentional, willful, or negligent acts or omissions; or
- 2) Actions that give rise to strict liability; or
- 3) Breach of contract or warranty.

The indemnification obligations of this section do not apply in the event the claim or cause of action is the result of the State’s sole negligence. This clause will not be construed to bar any legal remedies the Contractor may have for the State’s failure to fulfill its obligation under this contract.

Disposition of Responses

All materials submitted in response to this SOW will become property of the State and will become public record in accordance with Minnesota Statutes, section 13.591, after the evaluation process is completed. Pursuant to the statute, completion of the evaluation process occurs when the government entity has completed negotiating the contract with the selected vendor. If the Responder submits information in response to this SOW that it believes to be trade secret materials, as defined by the Minnesota Government Data Practices Act, Minn. Stat. § 13.37, the Responder must: clearly mark all trade secret materials in its response at the time the response is submitted, include a statement with its response justifying the trade secret designation for each item, and defend any action seeking release of the materials it believes to be trade secret, and indemnify and hold harmless the State, its agents and employees, from any judgments or damages awarded against the State in favor of the party requesting the materials, and any and all costs connected with that defense. This indemnification survives the State’s award of a contract. In submitting a response to this RFP, the

Responder agrees that this indemnification survives as long as the trade secret materials are in possession of the State.

The State will not consider the prices submitted by the Responder to be proprietary or trade secret materials.

Conflicts of Interest

Responder must provide a list of all entities with which it has relationships that create, or appear to create, a conflict of interest with the work that is contemplated in this request for proposals. The list should indicate the name of the entity, the relationship, and a discussion of the conflict.

The responder warrants that, to the best of its knowledge and belief, and except as otherwise disclosed, there are no relevant facts or circumstances which could give rise to organizational conflicts of interest. An organizational conflict of interest exists when, because of existing or planned activities or because of relationships with other persons, a vendor is unable or potentially unable to render impartial assistance or advice to the State, or the vendor's objectivity in performing the contract work is or might be otherwise impaired, or the vendor has an unfair competitive advantage. The responder agrees that, if after award, an organizational conflict of interest is discovered, an immediate and full disclosure in writing must be made to the Assistant Director of the Department of Administration's Materials Management Division ("MMD") which must include a description of the action which the contractor has taken or proposes to take to avoid or mitigate such conflicts. If an organization conflict of interest is determined to exist, the State may, at its discretion, cancel the contract. In the event the responder was aware of an organizational conflict of interest prior to the award of the contract and did not disclose the conflict to MMD, the State may terminate the contract for default. The provisions of this clause must be included in all subcontracts for work to be performed similar to the service provided by the prime contractor, and the terms "contract," "contractor," and "contracting officer" modified appropriately to preserve the State's rights.

IT Accessibility Standards

Responses to this solicitation must comply with the Minnesota IT Accessibility Standards effective September 1, 2010, which entails, in part, the Web Content Accessibility Guidelines (WCAG) 2.0 (Level AA) and Section 508 Subparts A-D which can be viewed at:

http://www.mmd.admin.state.mn.us/pdf/accessibility_standard.pdf

Nonvisual Access Standards

Nonvisual access standards require:

- 1) The effective interactive control and use of the technology, including the operating system, applications programs, prompts, and format of the data presented, are readily achievable by nonvisual means;
- 2) That the nonvisual access technology must be compatible with information technology used by other individuals with whom the blind or visually impaired individual must interact;
- 3) That nonvisual access technology must be integrated into networks used to share communications among employees, program participants, and the public; and
- 4) That the nonvisual access technology must have the capability of providing equivalent access by nonvisual means to telecommunications or other interconnected network services used by persons who are not blind or visually impaired.

Preference to Targeted Group and Economically Disadvantaged Business and Individuals

In accordance with Minnesota Rules, part 1230.1810, subpart B and Minnesota Rules, part 1230.1830, certified Targeted Group Businesses and individuals submitting proposals as prime contractors shall receive the equivalent of a six percent preference in the evaluation of their proposal, and certified Economically Disadvantaged Businesses and individuals submitting proposals as prime contractors shall

receive the equivalent of a six percent preference in the evaluation of their proposal. Eligible TG businesses must be currently certified by the Materials Management Division prior to the solicitation opening date and time. For information regarding certification, contact the Materials Management Helpline at 651.296.2600, or you may reach the Helpline by email at mmdhelp.line@state.mn.us. For TTY/TDD communications, contact the Helpline through the Minnesota Relay Services at 1.800.627.3529.

Veteran-owned/Service Disabled Veteran-Owned Preference

In accordance with Minnesota Statute §16C.16, subd. 6a, veteran-owned businesses with their principal place of business in Minnesota and verified as eligible by the United States Department of Veterans Affairs' Center for Veteran Enterprises (CVE Verified) will receive up to a 6 percent preference in the evaluation of its proposal.

Eligible veteran-owned small businesses include CVE verified small businesses that are majority-owned and operated by either recently separated veterans, veterans with service-connected disabilities, and any other veteran-owned small businesses (pursuant to Minnesota Statute §16C.16, subd. 6a).

Information regarding CVE verification may be found at <http://www.vetbiz.gov>.

Eligible veteran-owned small businesses should complete and sign the **Veteran-Owned Preference Form** in this solicitation. Only eligible, CVE verified, veteran-owned small businesses that provide the required documentation, per the form, will be given the preference.